

# **EXECUTIVE SUMMARY**

## **DBI Services**

**AS REQUIRED FOR THE  
REQUEST FOR PROPOSALS  
TO PROVIDE A  
REST AREA AND WELCOME CENTER MANAGEMENT PROGRAM**

**GEORGIA DEPARTMENT OF TRANSPORTATION**

**RFP 484-SP02P3-2014**

**ISSUE DATE: JULY 1, 2014**

**ADDENDUM 1 ISSUE DATE: JULY 22, 2014**

**PROPOSAL DUE DATE: AUGUST 1, 2014, 2:00 PM**

**Georgia Department of Transportation  
One Georgia Center  
600 West Peachtree Street, NW  
Atlanta, Georgia 30308**

### 5.1.1 EXECUTIVE SUMMARY

DBi Services, LLC (DBi Services) and Travelers Marketing are pleased to submit our proposal to the Georgia Department of Transportation (the Department) for the performance based asset maintenance contract for the Rest Area and Welcome Center Management Program (the Project).

#### I. COMPANY MANAGEMENT ORGANIZATION

##### DBi SERVICES

DBi Services consists of several major business units, providing in excess of \$500 million in performance-based contracts to customers throughout the US and Canada. We manage over 60 facilities worldwide and more than 2,500 pieces of equipment in our fleet.

DBi Services is very familiar with the operations and maintenance requirements for such facilities. For example, in Florida since 2008 on the I-75 Ultra project, we have continuously maintained eight rest areas; two weigh stations; and 11 recreational parks.

Our Key Personnel include seasoned DBi Services professionals and local consultants to maximize management of the project. Scott Houston, PE, will be the Program Manager with direct contact to the Department. We plan to divide the rest areas and welcome centers into two zones comprised of 13 facilities within each based on geography. Dennis Hammock will be the Operations/Custodial Supervisor, responsible for overseeing the day-to-day custodial operations of the rest areas in each of their assigned zones. He will answer directly to Scott. Theodore (Tedd) Kenny will be the Maintenance/Landscaping Supervisor, overseeing the landscaping crews that will travel across the zones. Tedd will also answer directly to Scott. In addition to their roles as Supervisors, Dennis and Tedd will each be a Zone Managers for one of the two zones.

Zone Managers will be responsible for: Work planning and reporting of accomplishments; initial liaison with the Department, the traveling public, and other contractors working in the project area; Subcontractor management; work and site inspections; equipment and resource allocation; and QA/QC issues.

For overall project oversight, Todd Hammerle, PE will work alongside the Department in the role of Corporate Representative, separate from Scott. He will perform high-level QA/QC and customer service functions.

##### TRAVELERS MARKETING

Travelers Marketing understands one of the Department's primary objectives is to generate the maximum sponsorship revenue the market will bear to support the Department's Rest Areas and Welcome Centers. Travelers Marketing is second to none in generating marketing revenue from roadway assets. Success is measured by the dollars generated and the time it takes to generate them. It is also measured in non-monetary terms to the extent that the sponsorship leverages additional corporate resources to strengthen the sponsored public asset. To create the greatest value for the Department and for the sponsor, the company secures sponsors whose missions align with the asset's public purpose. The company's approach demands a) market analytics; b) knowledge of sponsors' businesses; c) adherence to the controlling rules and regulations; and d) the creativity to shape and package sponsorship programs.

Travelers Marketing was founded 17 years ago for the sole purpose of generating sponsorship and advertising revenue for public sector transportation agencies. Simply stated, the company leverages transportation networks to create marketing-media networks. The company designs the sponsorship elements, derives the valuation, sells the sponsor, implements the

program and provides on-going management. In doing so, Travelers Marketing has generated over \$100 million on behalf of its public sector clients. Past performance and client satisfaction is the best predictor of future performance and client satisfaction. The company's highly skilled and highly motivated marketing and sales teams have proven their value time and again.

"Delivering revenue" is what distinguishes Travelers Marketing from competitors. The company consistently meets or exceeds the performance goals set forth in its state Department sponsorship contracts and at the same time advances the program's policy objectives, engendering the enthusiastic support of policy makers, Department staff, politicians and, of course, the traveling public. Today, the company operates marketing programs with state transportation agencies in 30 states, including the only Rest Area and Welcome Center Sponsorship programs, thus far, in the entire country.

The Project calls upon the same formula for success that guides the company in all of its work across the country, whether its work involves Safety Service Patrol (SSP) Sponsorships, Toll Plaza and Service Plaza Advertising, or sponsorship programs aimed at creating safer drivers. In fact, Travelers Marketing is credited with creating SSP and Rest Area Sponsorship programs securing FHWA approval and producing significant, new recurring revenue for state departments of transportation. The company's success is attributed to its marketing expertise, professionalism, salesmanship, knowledge of MUTCD and a keen appreciation for the public trust.

DBi Services and Travelers Marketing are committed to providing the personnel identified in this proposal.

## **II. OPERATIONS AND MAINTENANCE APPROACH**

Our Management Plan addresses key processes crucial to the maintenance of the Project, including: Mobilization; Training/Safety; Communications; Operations; Systems/Data; and Contract Administration.

Operations and custodial duties will be performed as needed to maintain the facilities as required in RFP Attachments 6.1 and 6.2. We will readily meet these standards, and we plan on exceeding the requirements by our custodians having an attention to detail and completing a daily checklists of all items for both shifts. These factors below will ensure a great level of maintenance for the Department, and employees whom take pride in their position: Monthly Four Hour Training; Annual Attendant Training concerning Interacting with the Public and Customer Service; and Incentives and Award Programs.

We will inspect the facilities in two daily pre-shift inspections following our checklist to ensure they always meet customers' and the Department's expectations and are operational 24/7. Careful planning to meet targets and remain in compliance will take place by way of weekly meetings with Zone Managers, Landscape and Operations Supervisors, and Lead Attendants.

Landscaping and grounds maintenance will be performed as needed to maintain the standards required in the RFP Attachment 7. Based on our work on similar projects, we recognize the importance of certain areas and the requirements of certain duties in the state. Because of this, we plan on exceeding the requirements in such areas as mowing, re-mulching, and tree trimming/pruning.

To perform these duties, we anticipate utilizing six independent crews of four groundskeepers. Each crew will be fully-equipped with two zero turn mowers and all the small tools necessary to

perform the work to the above standards. Two of the crew will mow and two will operate the weed eaters, edgers, and other small tools.

### **III. MARKETING PLAN**

Together, DBi Services and Travelers Marketing will be responsible for finalizing all necessary hardware and materials, coordinating the production and installation of any new display infrastructure, including any necessary electrical and data requirements, ensuring all applicable permits are obtained and managing installation and inspection of all sponsorship signage and graphics. An installation schedule will be derived jointly with the Department to assure no disruption to service, nor interference with operations. The Department will be asked to approve in writing all installation plans prior to the start of production and installation of signage.

### **IV. DBE PLAN**

To meet the goal of 25% DBE participation for this specific project, DBi Services will contact and work with Department- and State-approved firms. For activities such as the mandated mulching we will perform three times a year, DBi Services carefully surveys the available small businesses and DBE's in the communities where we will perform this work. We meet with these contractors individually to identify whether or not there is interest in working for DBi Services on our contracts and whether or not the small business has the capacity and ability to perform the work. Where the small business lacks the capacity to perform work, we will enter into a mentoring relationship with them to assist in gaining the resources and ability to work for us. If a small contractor needs assistance with training, we perform classroom and on-the-job training to ensure competency with all facets of our activities.

DBi Services will promote diversity by actively placing ads in all print and broadcast media

outlets aimed at promoting exposure to Women, Minorities, Disabled individuals, Disabled Veterans and other diverse employment potentials. We will actively seek individuals for employment in the roles of Attendant and Landscaper through an affirmative action plan and monitor the plan to analyze and assure that we are meeting our affirmative action goals and prompting diversity in our workplace.

One way we are considering meeting the goal of 25% is to assign one of our four zones as our DBE zone, focusing hiring of subcontractors to handle planting landscaping and re-mulch areas. We also plan on researching the DBE community from whom we will be able to purchase consumable supplies.

### **V. SAFETY AND TRAFFIC MANAGEMENT PLAN**

#### **SAFETY PLAN**

DBi Services recognizes safety as its highest priority in all aspects of daily operations. This goal is achieved through intensive training programs, the continued education of its employees, and by conducting random safety inspections. The management of DBi Services is committed to provide a safe and healthy work environment for all its employees, while protecting our customers, the environment, and the public.

DBi Services employs 10 full-time Risk Management and Safety Professionals. The Corporate Safety and Compliance Manager oversees the safe work practices and regulatory compliance of the entire company, and his time is devoted 100 percent to safety and training. DBi Services is also a member in good standing with the National Safety Council, ATSSA, NRCA, and dozens of other industry specific and safety organizations.

DBi Services has created and implemented a comprehensive Safety Manual, which outlines the policies of the company. Each year the manual is updated as needed, or when new



regulations dictate changes in policy. We have an active safety committee system throughout our company and we promote safety through awards and bonuses in our performance evaluation system. Safety Officer Jim Conroy will develop a project-specific Safety Manual for our personnel and subcontractors for the Project.

To address safety and traffic management during sign installation and maintenance, DBi Services will utilize and follow the Department's *Standard Traffic Control Details for Lane Closure* items #9100 and #9102.

#### **HEALTH AND SAFETY RECORD**

DBi Services' OSHA logs from 2012 are extremely favorable compared to industry standards. Our incident rate was 2.66. The US average for repair and maintenance was 3.1. In addition, our Experience Modification Rate (EMR) has continuously decreased over the last three years and for 2013 is 0.91.

#### **TRAFFIC MANAGEMENT PLAN**

DBi Services will comply with all guidelines put forth in the Department. A majority of the work that could impact traffic will be sign installation and maintenance and landscaping. This type of work should not impact large areas of the roadway or parking areas within each rest area and welcome center's limits. However, on the rare occasion when they do, DBi Services will perform the work strictly following the guidelines of the MUTCD to avoid inconveniencing the traveling public and to ensure the safety of the public and the crew.

We will maximize work accomplished during a closure to the fullest extent possible. All work activities that can be accomplished during a closure must be done to take advantage of the available work area as the number of closures must be limited due to the traffic demands in the project area. When performing installation and maintenance on signs and kiosks or landscaping duties, sweeping, cleaning, drain cleaning, and

debris removal in the affected area will be accomplished at the same time. Work may be scheduled at night to minimize the impact and increase safety.

#### **SAFETY AND TRAFFIC MANAGEMENT TRAINING**

DBi Services invests in an off-site training for its entire project staff at least once per year. This meeting is generally held in the spring in two sessions and is one and one half to two days in length. We split project staff in two sections with half attending the first session and the balance of the staff attending the second session. This affords all staff the opportunity to interact with their counterparts on other projects and to meet corporate staff. These training sessions feature hands-on demonstration skill sessions including customer service and public safety for attendants and mowing procedures and MOT safety for landscaping crews.

DBi Services conducts additional training for all employees throughout the year on a wide variety of operational and safety topics. Topics include OSHA, Department, and general safety and compliance.

#### **VI. PUBLIC INFORMATION AND COMMUNICATIONS PLAN**

Travelers Marketing develops sponsorship programs that offer an opportunity to generate significant media attention. For the launch of innovative, new programs, such as Rest Area and Welcome Center Sponsorships, it is important to have a coordinated message internally for the Department and sponsor companies, as well as the general public via the media. Managing the media successfully and managing the message successfully requires extreme professionalism and deftness. Travelers Marketing has a solid track record over the past 17 years doing just that with the proof replete in the newspaper, radio, TV, and Internet coverage of its announcements. Without exception, the launch of every one of Travelers Marketing's sponsorship programs has

generated positive press, satisfied public officials and heightened public awareness and appreciation for the service.

Launching and activation of each sponsorship program will require a complementary, thoughtful and well-orchestrated public relations campaign. Travelers Marketing would expect to work closely with the Department's management and public information officials to assure that each innovative program is properly and powerfully introduced and the message meticulously managed throughout the life of the sponsorship program. Typically, Travelers Marketing leads representatives from the sponsor's government relations team and state press liaisons, as needed, to: a) frame the story; b) craft the talking points; c) develop a launch event; d) assemble a list of official speakers; e) create a media plan; f) turn-out members of press, both consumer and trade; and g) post-event follow up and recapping, including press coverage analysis.

Travelers Marketing will coordinate a series of conference calls between the Department's Public Information Officer and the sponsor's Public Relations representatives to insure that all aspects of the announcement event are well conceived and coordinated in advance. The media objectives are to highlight the vitally important work of the Department and to introduce the sponsor(s) into the mix. In a time when all states are facing tremendous budgetary pressures, informing the public that private sector funds are helping to defray public sector costs is a message that should be delivered and one that transportation executives, politicians and sponsors will communicate during the media event.

In addition to the sponsorship announcement press release, the Department and sponsor(s) would be encouraged to issue safety related press releases from time to time. Examples in other

jurisdictions have included Thanksgiving and winter holiday travel releases, and program reminders associated with National Teen Driver Safety Week and Distracted Driving Month.

### **COMMUNICATIONS WITH THE TRAVELING PUBLIC**

The primary means for the public to communicate concerns and generate a problem investigation will be our project telephone line. The phones will be staffed 24 hours a day, seven days a week. The public may also contact DBi Services via mail, e-mail, or fax.

When we are alerted to a concern or issue from a party who provides contact information, DBi Services will send an acknowledgement to the party within 24 hours. We typically will resolve the issue as soon as possible, but always within one week of receipt of the information. We will retain incoming and outgoing correspondence in our files and maintain a customer service log. This database will be available for the Department's review at any time.

### **VII. ENVIRONMENTAL COMPLIANCE PLAN**

Our team has reviewed the Department's requirements for the monitoring and mitigation of environmental issues and will fulfill the GEPA process to achieve the requirements of environmental commitments to the Department and the federal government. During the creation of our project-specific environmental compliance plan, we will tour each location to identify and verify environmental issues specific to the surrounding area.

All crews will train on environmental sensitive topics and range of other topics for a minimum of four hours per month. We do this currently on all of our projects. Our crews are trained in watching for any patron's illicit discharge of oil and antifreeze. Each facility will be equipped with an emergency spill kit and our staff will be trained to deal with and mitigate any situations as they arise.